
RIGHTSIZING the City of Detroit Government using the 2005-06 Budget

*Governments across the country have been
“Rightsizing” or reducing their services and staffing
in order to fit the costs of doing business
to the revenues available to them.
The City of Detroit has begun this process using a
number of widely used management tools.*

For more information about these
budget proposals, contact the City
of Detroit Budget Department at
224-6260



<i>The Management Toolbox</i>	<i>Definition</i>	<i>Proposals in the 2005-06 Budget</i>
<i>Reorganization/Consolidation</i>	Merging similar type business activities (departments) to achieve efficiencies, and greater effectiveness and delivery of service	PLD, DPW and Environmental Affairs into Municipal and Environmental Services; Recreation, Senior Citizens, Youth Advocacy into Community Services; CCSD into Cable Communications Commission; DCAT programs and Eastern Market to Community Services, Film Office to DCCC; departmental security services to Office of Homeland Security.
<i>Restructuring</i>	Realigning the organization or a service level to better meet the needs of customers	Renegotiation of employee health benefits based on vendor analysis; increases in selected user fees consistent with user fee study; restriction of General Assigned vehicles to field use only
<i>Reengineering</i>	Introduction of redesigned technology and methods in place of existing structures and procedures	Fire prevention inspections led by Buildings & Safety Engineering to reduce duplication of Fire Marshal; realigning the Courville refuse operation around zone collection; transfer of security services to Office of Homeland Security consistent with counterterrorism strategies
<i>Outsourcing or Contracting out</i>	Purchasing the goods and services from providers external to the organization	Procurement of a Flight-Based Operator at Coleman A Young Airport; continued seasonal landscaping and grass cutting efforts, Building maintenance and security services
<i>Privatization or Divestiture</i>	Governmental withdrawal from provision of a service or ownership of an asset	City out of the business of providing Commercial Refuse Collection service
<i>Management for results</i>	Performing tasks and activities that lead to tangible deliverables that citizens want	CitiTrak system of performance management for front-line City of Detroit departments
<i>Reinventing government</i>	Process of changing the purposes, incentives, structure and culture of public agencies	Mayor Kilpatrick’s vision of the administrative arrangement of City of Detroit Government; refocusing Human Rights Department to its original mission
<i>Benchmarking and Study</i>	Setting of performance standards through review of other agencies’ activities or an agency’s past activities	Detroit Economic Forum of national experts and stakeholders, convened in January 2005; Reduction in bulk pick up schedule in line with other cities
<i>Flattening an organization</i>	Reducing levels of hierarchy and realigning management-to-staff ratios	12% of manager positions cut vs. 10.5% of all positions citywide; Reduction in the number of small departments and agencies
<i>Strategic planning</i>	Incorporating the internal and external operating environment of an organization into longer time horizons.	Strategic Management Center study process leading to reorganization and consolidations
<i>Continuous Improvement/ Total Quality Management</i>	The ongoing and incremental review of service delivery through employee work groups	Reduction in postage accounts consistent with a central Mailroom that can maximize U.S. postal rate discounts; continued support of the 311 Call Center
<i>Regional partnerships</i>	Sharing operational management or ownership with an entity that serves a broad, usually metropolitan, area	Discussions to transfer management of DDOT to DARTA, and Restaurant Inspections and Licenses to Wayne County; formation of Convention Center Authority to operate Cobo; Wayne County Parks and Huron-Clinton Metro Parks to increase efforts in Detroit
<i>Public-private partnerships</i>	Sharing management responsibility with a non-city government entity – usually operational while the City owns the assets	Zoological Society and Historical Society to operate respective institutions; redesign of Animal Control operation to give Michigan Humane Society animal collection responsibility
<i>Shared services</i>	Taking repetitive, common processes originating in a number of organizations and delivering them through a common service provider who delivers the service at a lower cost	Creation of a General Services Department out of decentralized building, grounds and fleet services; Creation of a central Mailroom and Delivery Unit in ITS; Publishing Services, Vehicle and Equipment Maintenance.